#### Council on Postsecondary Education September 17, 2006

# Northern Kentucky University Regional Stewardship Proposal

Northern Kentucky University is seeking Council approval to use its 2006-07 infrastructure pool allocation to build intellectual capacity in three priority areas. This is allowable under program guidelines provided an institution demonstrates that a sufficient level of personnel and resources are already committed to supporting core stewardship functions. NKU's infrastructure plan shows that campus officials have made great strides toward developing and maintaining organizational structures, personnel, information systems, and community relationships necessary to support stewardship work. In addition, the university's priority area proposal is well aligned with strategic priorities for the region, as outlined in the Vision 2015 report.

ACTION: The staff recommends that the Council approve Northern Kentucky University's infrastructure plan, strategic plan, and priority area proposal.

On July 13, 2006, Northern Kentucky University submitted a request to the Council for \$200,000 in Regional Stewardship Program funds. If approved, this distribution will fully use the university's total 2006-07 infrastructure pool allocation. The university proposes to use these funds to build intellectual capacity in three targeted impact areas: (a) early childhood education, (b) informatics, and (c) public health and health education. Program guidelines allow institutions to use infrastructure funds in this manner, provided they can show that a sufficient level of personnel and resources are already committed to supporting core stewardship of place functions.

As required by program guidelines, NKU's proposal contains three documents that must be approved by the Council before requested funds can be released.

- An infrastructure plan that shows progress to date toward developing and maintaining core stewardship functions (Attachment A).
- A strategic plan for the northern Kentucky region, produced in collaboration with, and approved by, the institution's regional advisory committee (Attachment B).
- A priority area proposal that identifies targeted areas of impact at the university and contains a proposed budget for faculty and staff salaries and operating expenses in those areas (Attachment C), which has been endorsed by the regional advisory committee (Attachment D).

A summary of the salient information contained in each document is provided on the following pages, along with Council staff's assessment of proposal content.

Infrastructure Plan. During fall semester 2005, a committee comprised of NKU faculty and administrators was formed to assess how well the university was aligned internally to support regional stewardship. The committee, called SHAPE (Strategically Helping Align for Public Engagement), met almost weekly throughout the 2005-06 academic year, developing strategies for enhancing alignment and creating a timeline for implementing those strategies. As a result of this effort, and with support and direction provided by campus leaders, NKU has made considerable progress toward developing and maintaining organizational structures, personnel, information systems, and community relationships necessary to support stewardship activities in the northern Kentucky region. As can be seen in the attached infrastructure plan (Attachment A), the university is well aligned for stewardship work in many areas, including its mission, vision, and core values; guidelines for reappointment, promotion, and tenure; recruiting policies; publications; and use of external advisory councils. Based on a review of progress to date, the staff recommends that the Council approve NKU's infrastructure plan.

Strategic Plan. In March 2005, about two dozen NKU faculty and staff joined with hundreds of business, education, and government leaders, as well as hundreds of citizens, to participate in a regional visioning process called *Vision 2015* (see Attachment B). This process was a continuation of an earlier regional planning effort that began in 1995 (i.e., *Quest: A Vision for Northern Kentucky*) and it coincided with a growing emphasis on public engagement at NKU that began in the fall of 1997 with the *Vision, Voices, and Values* process and took center stage in August 2004 with university participation in the *Making Place Matter* project (see Attachment A). Guided by a leadership team of regional stakeholders that was co-chaired by President James Votruba, the *Vision 2015* group identified six strategic directions designed to propel northern Kentucky forward.

- Competitive Economy. The northern Kentucky region will reinvent its economy and create new jobs that ensure continued growth and prosperity.
- Educational Excellence. The region's educational system will promote talent and innovation and prepare children and adults to successfully compete in the global knowledge-based economy.
- Livable Communities. All northern Kentucky residents will have the opportunity to access and fully participate in the civic, cultural, and social life of the community.
- **Urban Renaissance**. The urban center of the region will leverage its unique assets to add economic and social value to the community and to make the region more competitive in the global economy.
- Effective Governance. Local governance will enhance the economic competitiveness of the region by ensuring that high-quality public services are efficiently provided.
- Regional Stewardship. Community leaders and citizens are collaborating and working together to achieve a shared vision of the future.

For each of the six focus areas, the *Vision 2015* report contains specific goals for the region and identifies numerous goal attainment strategies. This plan for northern Kentucky's future satisfies guideline requirements of the Regional Stewardship Program in two respects: (a) it was produced as part of a visioning process that involved a broad spectrum of regional stakeholders and (b) it highlights regional needs, opportunities, and priorities and recommends strategies for addressing needs or taking advantage of opportunities. The staff recommends that the Council approve the strategic plan for northern Kentucky, as outlined in the *Vision 2015* report.

Priority Area Proposal. Using the *Vision 2015* report as a roadmap for the future, campus officials plan to incorporate consideration of regional priorities into future planning processes, to build institutional capacity in areas needed by the region, and to collaborate with the community to achieve the goals of *Vision 2015*. Toward that end, university leaders propose to use the initial \$200,000 of Regional Stewardship Program funds to hire two new faculty in early childhood education, two new faculty in informatics, and one new faculty member in public health and health education (see Attachment C). Each of the five new faculty members will be assigned half-time to teaching (supported with existing university funds) and half-time to public engagement work (supported with Regional Stewardship Program funds). The university's plan for building stewardship capacity has been endorsed by the regional advisory committee (see Attachment D).

These priority areas are well aligned with the strategic directions, goals, and attainment strategies identified in the Vision 2015 report. For example, providing high-quality and affordable early childhood programs for all children is one of seven strategies identified in the report for achieving educational excellence. The addition of childhood education faculty will bolster university expertise in this area and provide the community with expert consulting help, technical service, continuing education, and applied research. The new additions to the College of Informatics will enhance the region's economy by preparing a talented and skilled workforce, helping to attract and retain high-technology companies, and providing research and consulting expertise. Finally, the hiring of an additional public health and health education professional addresses the priority of achieving a livable community, where conducting ongoing health and social needs assessments and implementing a comprehensive regional approach for meeting those needs are seen as crucial. The new faculty member will provide expertise to the community in the area of needs assessment and will oversee the development of degree programs that will graduate persons prepared to work in the public health arena. Based on the considerable degree of alignment between priority areas proposed by campus officials and the strategic priorities of the Vision 2015 report, the CPE staff recommends that the Council approve NKU's priority area proposal.

#### INVESTING REGIONAL STEWARDSHIP FUNDS

Northern Kentucky University, as shown above, has been heavily engaged in regional stewardship for a decade, has invested heavily in aligning itself for regional stewardship, and has a strong infrastructure supporting this work. In fact, NKU is one of the national leaders in regards to regional stewardship. This leadership position has been validated in many ways including NKU's selection as one of four universities participating in *Making Place Matter* and one of thirteen selected as advisors and pilot schools for the Carnegie Foundation's new elective classification regarding community engagement.

As shown above, NKU has either completed or has on-going work related to each of the elements that CPE has proposed for the initial phase of the regional stewardship work of the comprehensive universities. What NKU most needs is to expand its intellectual capacity to carry out its regional stewardship work.

The Vision 2015 report provides a roadmap for the region and will be adapted to serve also as the roadmap for NKU's future. The university intends to structure its future planning around the goals of Vision 2015, build out the university in areas needed by the region, and collaborate with the community to achieve the goals of Vision 2015. To travel this path, the university proposes to use the initial \$200,000 to hire additional faculty who will work closely with Vision 2015.

Specifically, the university will hire five new faculty who will be assigned half-time to teaching (supported with existing university funds) and half-time to regional stewardship work (supported with regional stewardship infrastructure funds). The five will include two early childhood educators, two informatics faculty, and one faculty member in the health-related disciplines. The rationale for the positions follows.

One of the focal areas for Vision 2015 is *Educational Excellence*, where there is a goal to *exceed national education performance standards at every level*. The Vision 2015 report articulates seven strategies for achieving the goal, one of which relates to early childhood education. Because NKU does not have sufficient faculty expertise in this area, the university is intending to hire two new faculty who specialize in early childhood education. They will provide the community with expert consulting help, technical service, continuing education, applied research, and program evaluation. And they will help prepare a strong cadre of professionals ready to work in the field.

Economic competitiveness is a major focus of Vision 2015. The report states:

Talented and skilled workers are fundamental to the ability of regions like Northern Kentucky to retain and attract high technology companies, advanced manufacturing, and advanced services firms. . .Jobs in these sectors tend to pay higher wages, but also require workers with advanced training or education. The ability to hire these workers with skill and knowledge is a core requirement of technology companies, and for many, the basis for their success.

#### ATTACHMENT C Priority Area Proposal

The Vision 2015 report also points out that "Northern Kentucky must take advantage of opportunities to create high wage jobs in high technology businesses as one way to increase the region's wealth."

With technology jobs featured so prominently in Vision 2015, it is incumbent upon the university to prepare the talented workforce that is needed to fill these jobs that will contribute significantly to the region's economic growth and stability. It is also imperative that NKU have the expertise to provide research and consulting help that is critical to attracting and retaining technology firms within the region. For these reasons, the university created a new college, the College of Informatics, and the state funded a new building that will house the college. The university must now expand the faculty talent base for the college. The regional stewardship infrastructure funds will be used to hire two additional faculty in informatics.

A third focus of Vision 2015 is "livable communities," and Vision 2015 articulates seven strategies for ensuring that the Northern Kentucky region is a livable community. One strategy states: "Conduct ongoing health and social needs assessments and implement a comprehensive regional approach to meet and fund those needs." The report goes on to describe three specific actions associated with the strategy:

- Establish an Alliance for Healthy Life Stages and Cycles to develop and implement a database/mapping system to help communities plan for healthier lifestyles;
- Map existing organizations or programs for health needs and identify organizations/programs lacking in various communities.
- Measure the prevalence (and decline) of known health risk factors in the community.

The strategy and actions relate to public health and health education, but NKU currently lacks sufficient faculty expertise in these areas. The infrastructure funds will be used to fill this void. The new faculty member will not only be able to provide expertise to the community as it implements the related strategy, but he/she will also oversee the development of degree programs that will graduate persons prepared to work in the public health arena and contribute to the region being a "livable community."

It will not be possible for NKU to fill all five new faculty positions on short notice; searches much be conducted to identify the best people for the positions. NKU will hire the faculty as soon as practically possible, but the lag time affords the university the opportunity to use a portion of the money to support some important, one-time-only expenses. Since one cannot predict when each position will be filled, it is difficult to anticipate the exact funding that will be available for these one-time-only expenses, so they are listed here in priority order.

- · Funds for five faculty searches
- Start-up costs for five faculty positions, to include desks, chairs, file cabinets, bookcases, computers, printers, and miscellaneous supplies

- Funds to develop the software for an online system that will enable faculty to record all of their accomplishments especially detailed data associated with outreach and public engagement for use by (a) the university in fulfilling its reporting requirements and (b) the faculty member in creating his/her own performance review documents. The need for this was discussed at the time that UK and NKU presented their survey instruments to KIAG.
- Funds to support faculty in integrating service learning into their existing courses.

#### CONCLUSION

Northern Kentucky University is ready to move forward, to expand and intensify its commitment to regional stewardship. In the past decade, the university has been deeply involved with its region. The university has repeatedly sought input from the community through the president's **VVV** process and through the university's numerous advisory committees. *Making Place Matter* connected the university with community leaders in a facilitated, formalized planning process that was later subsumed by Vision 2015. The NKU president co-chaired Vision 2015, and at least two dozen faculty and administrators were heavily involved in the process, serving as analysts, advisors, and members of Action Teams, the Leadership Group, and the Steering Committee that produced the final report of Vision 2015.

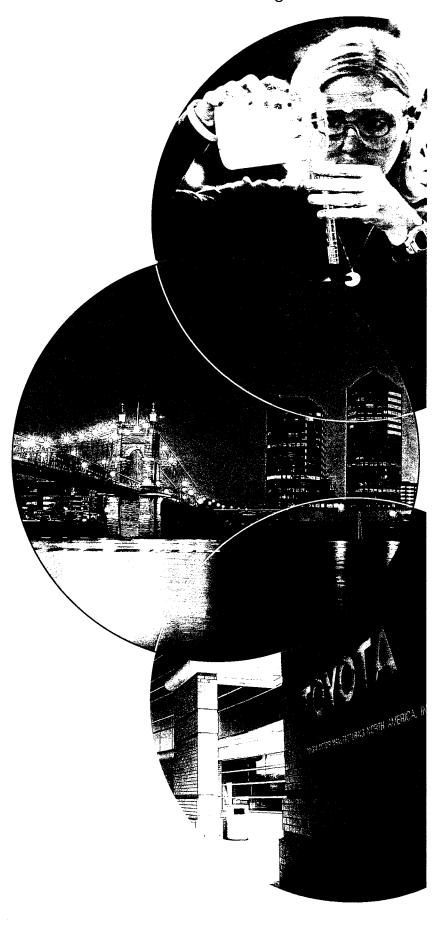
As an outgrowth of *Making Place Matter*, the university created SHAPE, an NKU committee that focused on aligning the university for public engagement. While not perfectly aligned for this work, the university is certainly well aligned in many areas, including its mission, vision, and core values; its guidelines for reappointment, promotion, and tenure; its recruiting policies; its publications; and its use of external advisory councils.

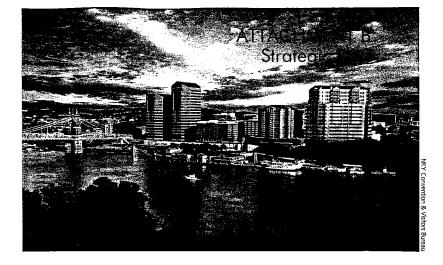
The university has created and funded an extensive infrastructure to support its role as a regional steward. It has completed or has on-going efforts that relate to all of the tasks that CPE has indicated should be completed in the first stage of implementing a regional stewardship program.

Finally, the university has a plan for how it will use the initial \$200,000 that is being awarded to each of the Commonwealth's comprehensive universities.

The university is poised to move to the next level in its service as a regional steward. All it needs is the go-ahead from the Council on Postsecondary Education, indicating that the \$200,000 will be released to the university.

# ATTACHMENT B Strategic Plan





Northern Kentucky's focus on strategic planning came into full view 25 years ago - when Governor John Y. Brown charged a group of business and civic leaders with developing regional advances that would shape economic development for the community.

These leaders responded by delivering one of the boldest agendas in Northern Kentucky's history. Among other achievements, their work was the catalyst for the formation of a single Tri-County Economic Development Agency (Tri-Ed), the consolidation of water and sanitation districts, investment in the urban core, and the mapping of a congressional district completely distinct from Louisville and Lexington.

While this far-reaching agenda had profound impact, the Northern Kentucky Chamber of Commerce and Tri-Ed weren't content to rest on the region's earlier success. In 1995, they launched a second community planning effort - enlisting 14 task forces and more than 1,000 participants and adding human development to their economic development initiatives.

The result was *Quest: A Vision for Northern Kentucky*. Within this document were 44 goals to be accomplished over 25 years, in areas ranging from economy, education and human resources, to governance, culture and regionalism. To help implement these goals, Forward Quest was formed in 1996. Working together, this ambitious group – consisting of a small staff, 60 community partners and hundreds of volunteers – led numerous regional initiatives in its first 10 years, including:

- The Northern Kentucky Fund & Family of Funds
- The Urban Learning Center, an inner-city college program
- Legacy, a young leaders organization
- Community Solutions an integrated multi-service partnership for children and families
- Select Education and Governance Studies

To maintain this momentum into the next decade, Forward Quest recommended the *Quest* vision be re-visited to launch a new community planning initiative. *Vision 2015* began on March 4, 2005. This 10-year strategic blueprint builds upon the original 1995 vision and will be used to define and transform the future of Northern Kentucky.

Vision 2015, a community planning initiative that will define the future of Northern Kentucky by producing a 10-year strategic blueprint that builds upon the Ouest Vision launched in 1995.

#### Letter from Leadership

There's no denying Northern Kentucky is a special place. Over the past 25 years, our region has repeatedly proven our ability to dream big dreams, overcome challenges, and unite around a shared vision for our future.

But much has changed since our *Quest* Visioning process began 10 years ago. Today, we're part of a global knowledge-based economy where regions compete based on their access to talent and capacity for innovation. As we strive to shape our future, we encounter these two important questions: Can we compete in this new global economy? And can we recruit, nurture and retain the talent necessary for driving this innovation? This much is true: 10 years from now, as regions work to position themselves in this new world, there will be winners and losers. *Vision 2015* is our strategic blueprint for guaranteeing that Northern Kentucky remains firmly planted in the winners' column.

What will it take to attract a talent pool able to compete on this global level? We know that today's knowledge workers make decisions on where to live based on two considerations: professional opportunity and quality of life reflected by a combination of physical, social and cultural assets. In other words, great jobs are not enough. Regions that win in this new economic environment will offer the whole package.

Over the past year, we've had the honor of leading a region-wide strategic planning process we call *Vision 2015*. Our Leadership Team, representing a partnership of more than 100 leaders from every regional sector, guided our efforts as we identified six key directions designed to propel Northern Kentucky forward ... each of them dependent on the other and vital for helping us achieve our vision of a more competitive, thriving economy.

The following report paints a picture of the future we hope to attain. It's a bright picture where all are invited to participate and none are left behind. A picture where each of our nine counties are aligned around a collaborative, shared vision. A picture where cooperation reigns across the Tri-State and the Ohio River is viewed as a connector, rather than a divider. We hope you'll gain much insight from our *Vision 2015* report, and we thank you for your interest in our common journey.

James C.Votruba President

Northern Kentucky University

Andrew J. (A.J.) Schaeffer

Greenebaum Doll & McDonald PLLC

Imagine if you will....

A booming regional economy based on targeted industry clusters that have generated 50,000 new high wage jobs.

Post-secondary education that is both aligned with the needs of the region and funded to support what the region needs to thrive.

A culture of entrepreneurship and innovation that is nurtured throughout the educational system from pre-school through post-secondary.

A regional talent strategy in which we perform at or above national standards at every level of the education continuum.

An urban core that excites, attracts and benefits the entire region.

A region that moves beyond jurisdictional boundaries to consolidate governmental services and speak with one voice.

A region that finds its competitive edge through healthy lifestyles, parks and green space, enhanced air and water quality, affordable housing, great schools, an international perspective and orientation, and a culture of inclusion in which all are welcomed and strength is found in our differences as well as our similarities.

A region in which regional stewardship is deeply imbedded in our fabric ... where all citizens embrace their responsibility to help ensure not only their own bright future, but also the bright future of all who call Northern Kentucky home.

A region that combines a comprehensive vision of its future with a well-defined economic plan and strategy for achieving it.

The following report reflects what we believe must be accomplished in order for our region to thrive and all of our citizens to benefit. It has been a great honor for the two of us to co-chair this effort. We offer our deepest thanks to Forward Quest, the members of our Leadership Team, our Steering Committee, the members of our five Action Teams, Doug Henton and the Alliance for Regional Stewardship, Roxanne Qualls, and Mike Hammons for their steadfast commitment to this process. A special thanks as well to our funders who made this process possible.

The full report is available on our Web site. www.Vision2015.org

# Vision 2015 Shaping our Future

In the spirit of partnership, it was crucial that *Vision 2015* represent a cross-section of civic, business and government stakeholders. It was also important that our leadership be intergenerational – with active participation from Legacy, a group of young professionals who cut across all employment sectors.

Initially, five action teams were formed to address these critical areas: Competitive Economy, Educational Excellence, Livable Communities, Urban Renaissance and Effective Governance. From the beginning, cross-sector collaboration guided the visioning effort – with the five focus areas interlocked by shared values of responsibility, community and commitment. But as the work progressed, it became clear the vision would only succeed if citizens became stewards of the community. As a result, Regional Stewardship was added to the vision agenda.

With almost 2,000 community members participating, the *Vision 2015* process was broadly inclusive. Each action team convened to identify priority goals within their respective focus areas – seeking advice from neighborhood and community groups, local and state officials, academic experts and leaders from the southern counties and Cincinnati.

Six strategic directions emerged as a result of these efforts ... each of them sharing one common purpose: To ensure Northern Kentucky is capable of competing in a global economy, with our citizens benefiting from the prosperity and opportunity this creates.

#### Leading the Way with Six Strategic Directions

- Competitive Economy. The Northern Kentucky region will reinvent its economy and create new jobs that ensure continued growth and prosperity.
- Educational Excellence. Our educational system will promote talent and innovation and prepare children and adults to successfully compete in the global knowledge-based economy.
- Livable Communities. All Northern Kentucky residents will have the opportunity to access and fully participate in the civic, cultural, and social life of the community.
- Urban Renaissance. The urban center of the region will leverage its unique assets to add economic and social value to the community and to make the region more competitive in the global economy.
- Effective Governance. Local government will enhance the economic competitiveness of the region by ensuring that high-quality public services are efficiently provided.
- Regional Stewardship. Our community's leaders and citizens are collaborating and working together to achieve a shared vision of our future.

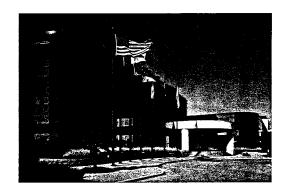
Over the past 25 years, Northern Kentucky has seen progress in each of these areas. However, *Vision 2015* leadership has believed from the very beginning that our future must focus less on comparing ourselves to our past ... and more on comparing ourselves with other competing regions.

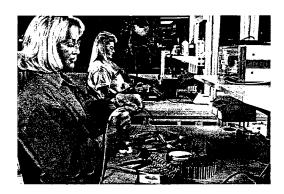






# Raising the Bar for a Competitive Economy





#### A Region in Motion

As a whole, Northern Kentucky grew faster than the United States during the 1990s. As the growth in real median household incomes and disposable income outpaced the nation, our prosperity increased right along with it. In the 1990s, our population grew by more than 16%, faster than both the US and the Commonwealth.

Since 2000, our population has continued to grow faster than the metropolitan region – 4.7%, compared to 2.4%. Northern Kentucky is now a place where almost 420,000 people live, work and receive an education. People like it here ... because they can find high-quality housing, good neighborhoods, and plenty of opportunity.

Between 1990 and 2000, 34,000 new jobs were added to our region's economy - and every county except for one saw the proportion of its population with a bachelor's degree or higher increase. Today, we have a wealth of institutions deeply involved in partnerships addressing community challenges and advancing regional progress. Northern Kentucky University now educates more than 14,000 students, and works alongside Gateway Community and Technical College and Thomas More College to ensure students are prepared to succeed.

In addition, Northern Kentucky has become a location of major national and international corporate activity. Fidelity Investments chose Covington as the location of its regional headquarters – bringing in more than 3,500 jobs with the plan to add another 1,500 jobs soon – and Toyota Motor Manufacturing NA chose Northern Kentucky as the site of its North American headquarters. Companies such as Ashland Inc., Omnicare, General Cable, Citi and Regent have chosen to locate their headquarter operations in our region as well, complementing home–grown companies such as The Drees Company, Griffin Industries, Xanodyne, Pomeroy Select IT Solutions and Corporex. Indeed, our economy has certainly held its own recently, but we still cannot forget our success will always be connected to the Greater Cincinnati metropolitan region.

The Northern Kentucky/Greater Cincinnati International Airport has become an engine of growth, evolving from a small regional airport to Delta Air Lines' second largest hub. Consistently ranked as one of the top airports in North America, this expansion has attracted jobs and investment to our region – with an estimated impact of \$4 billion annually. As access to and appeal of the Ohio River have increased, our urban centers are also regaining vibrancy – maintaining the intimacy of 19th century walkable communities while adding new development by internationally acclaimed architects. Additionally, many of our suburban neighborhoods are receiving national recognition for their quality of life and amenities.

#### A Look at Who We Are

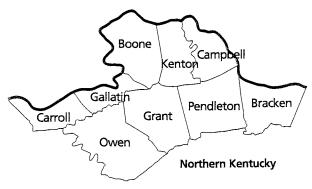
Over the last decade, the nine counties of Northern Kentucky have experienced an extraordinary transformation. Boone County has been the location of most of our population growth – increasing by almost 50% and drawing in more than three quarters of all newcomers to the region since 2000. The six counties to the south have also grown, accounting for 25% of the region's population gains in the 1990s and 21% of the growth since.

When it comes to Baby Boomers in the 45–54 age group, Northern Kentucky is similar to the rest of the nation. This age group has increased the most, by 57.2%. Other age groups have also increased, most of them higher than the US average.

Much of this growth is a result of residents within the metropolitan Cincinnati region relocating to Northern Kentucky. As Cincinnati and Hamilton County populations decline, Northern Kentucky gains – but the metropolitan region, of which we are a part, suffers. In addition, we continue to see many 25 to 34 year olds leaving their home counties for education and job opportunities. This is not an uncommon trend, but it does reflect the need for us to continue pursuing job growth – a proven way to enhance our appeal to young people who offer much talent, ambition and skill.

While our suburban communities receive national attention for their livability, the increase in our developed land has outpaced the increase in population – a trend that puts pressure on the budgets of fast-growing communities. In addition, only a small portion of our population is racially or ethnically diverse, a growing concern considering that the world economy is diverse, multi-lingual and multi-cultural.

As a whole, Northern Kentucky residents experienced a significant rise in median household income and increased prosperity in the 90s. In every county, household income increased a minimum of 40% and in some counties, such as Bracken and Carroll, income increased by more than 75%. However, not all of our region's residents shared in this prosperity. According to the 2000 Census, the rate of poverty among our nine counties ranges from a low of 5.6% in Boone County to a high of 15.5% in Owen County. While the rate was better among the three northern counties, both Campbell and Kenton counties have poverty rates at 9% - with the most significant concentrations of poverty in the cities of Covington, Newport and Dayton.



#### Current Population 420,000

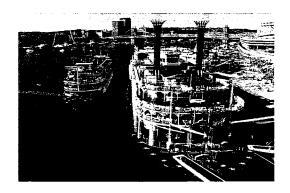
Growth increase since 2000 - 2004 NKY grew 4.7% Metro Cincinnati grew 2.4%

Source: Hamilton County Regional Planning Commission, 2004 Population Estimat









#### Our Ever-Changing World

There's no denying the world has changed rapidly since 1990. Telecommunication, technology and transportation innovations have dramatically altered relationships among people, businesses and countries. And thanks to the Internet and computer and software innovations, we can now communicate and collaborate with each other 24/7 anywhere in the world.

Needless to say, these advances have also combined to make it possible for companies to outsource work or go offshore - tapping cheaper labor pools in emerging economies. The barriers to sharing in the prosperity of the world's economy have dropped, allowing billions of people to enter the global marketplace and vie for jobs, income, wealth and talent worldwide. We are now competing on a level playing field with countries like India, China and Russia.

Looking forward to the next 10 years, we see new forces reshaping the world and demanding new responses from us. If Northern Kentucky residents are to enjoy continued prosperity and opportunity, we must secure a competitive advantage in our new knowledge-based economy. We have come so far, so quickly ... and it's imperative that we respond to these global challenges with vision, imagination, stewardship and action.

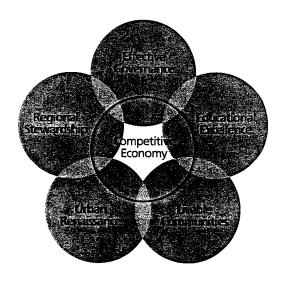
#### Rising to the Challenge

Northern Kentucky no longer simply consists of Boone, Kenton and Campbell counties. Just as telecommunications, technology and transportation have created global interdependence, they have also created regional interdependence. We are now a nine-county region ... the future and fate of which are determined by and dependent upon collaboration among residents, leaders and institutions.

Our educational gains since 1990 are impressive, but they are not enough. In an era when regions compete based on talent and innovation, education must be at the core of our economic development strategy. For example, only five Kentucky counties today meet national averages on college attainment – and not one of these counties is in Northern Kentucky. And while our economy has boomed, the six southern counties of our region continue to fall behind in job growth. Our income and job gains are significant, but there are still some fellow citizens who remain in poverty.

In order for our region to thrive, we must compete. And in order to compete and win, we must raise expectations and transform ourselves. The best way to achieve this is by relying on our six interconnected strategic directions – each of them dependent on the other and designed to foster a community in which:

- Every child is prepared to learn and able to meet national educational standards throughout his or her life.
- The number of students graduating with degrees in science, math and engineering is significantly higher.
- The unique and intimate neighborhoods of our urban centers thrive as true destinations – entertainment venues offering convenient access to the riverfront and a network of parks, bike paths and bridges linking them.
- High wage, advanced manufacturing and service industries are clustered in Northern Kentucky - making it unnecessary for our youth to leave to secure high paying jobs in growing businesses.
- Innovation and entrepreneurship are woven into the fabric of our region.
- Local governments collaborate to support economic development and enhance community identity – while ensuring that community services are delivered efficiently and effectively to all of our citizens.
- Our region is characterized by an international perspective, a climate of tolerance, and a culture of openness and inclusion that welcomes and finds strength in differences.



The Power of Six

Our six strategic directions will help us pursue and attain our vision of a more competitive economy. Each of these areas is dependent on the other and crucial for propelling our community forward and transforming our region. Interconnected, none of them can stand alone or in isolation.



Our economy will exceed the national growth rate in new jobs and average household income.

## Goal

Northern Kentucky
will reinvent its economy
to outpace the national
economy and create new
wealth in the region.

#### A Call for Action

In our knowledge-based global economy, talent, clusters, inclusion and connectivity provide the foundation for a true competitive advantage.

Companies move where talented, skilled workers are found. So to attract high-tech companies and advanced manufacturing and services firms, it will be crucial to have many of these workers in our region. Because jobs in these sectors typically pay higher wages, but also require advanced education, we must work to improve educational opportunities within these fields. Fortunately, Northern Kentucky offers many appealing assets to help us compete for this highly educated talent – including our low cost of living, easily accessible airport, and wide array of entertainment and recreation venues. One way to leverage our assets and become more competitive is to improve this unique value proposition and market it more broadly and effectively.

In the competition for jobs and business, we should consider focusing on high-growth clusters - similar companies that accelerate innovation and stimulate new business by locating close to each other. However, we should also be careful not to neglect those businesses and industries that continue to employ large segments of Northern Kentucky's population. In the end, to achieve higher wage rates, job growth that exceeds the national average and increased regional investment, it will take a community-wide effort that goes beyond the business sector.

Inclusive, culturally literate communities are most successful at attracting highly skilled and ambitious people. Growing, dynamic regions have become the new "melting pots" of the United States and have done so by adapting to new cultures and languages. Northern Kentucky can gain a competitive advantage by making it easy for those from other cultures and countries to assimilate into our community. As more individuals with English as a second language live and work among us, it is important that our schools, government and other community institutions overcome culture and language barriers. In order to have a world-class community, we must have a worldwide perspective.

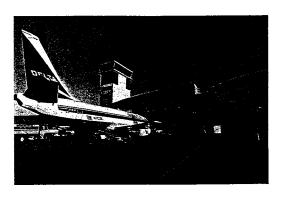
Throughout history, connectivity has determined the regions that thrive and those that wither. The digital highway is central to our international connection, and to our goal of growing advanced service firms and knowledge-based businesses. This requires that we be connected not just globally and nationally but locally – and we can do that by establishing an "e-community" to maximize our use of online communication and allow our businesses to efficiently access the global market. Additionally, extensive transportation connections are the physical equivalent of digital connections. Just as we must be able to move data and images efficiently, we must also be able to move people and goods. The Delta Air Lines hub, Interstates 71 and 75, rail and river transportation are key for our global economic success.



#### Strategies

#### Six strategies for achieving a competitive economy:

- Work to develop an economic competitiveness strategy that is fully integrated with Greater Cincinnati, leveraging the assets of both sides of the Ohio River.
- Focus our resources on targeted industry sectors with the highest growth potential for high-paying jobs such as advanced manufacturing, financial, healthcare, business services and technology.
- Make entrepreneurship and innovation defining qualities of our region.
- Create and implement a marketing plan centered around our region's distinctive spirit, advantages and unique value proposition promoting this consistently to both internal and external audiences.
- Connect our region by creating an electronic public platform (e-community) for commerce, education and communication that maximizes access and use of online opportunities and information.
- Align our college and university programs and resources to support our overall economic competitiveness strategy.



	Disposable Income 2000-04
Boone Average Wage \$39,729	Average Increase 15%
Kenton \$39,729  Bracken Carroll Gallatin Grant Pendleton Owen  \$39,729  Average Wage \$29,091	Average Increase 11%

Employment Increased 1990 - 2000

Source for Income: 2005 Economic report to the President, table 8 31

NKY (all 9 counties)

Boone County

Kentucky

19.49%

53.38%

12.6%

Source: Workforce Kentucky, Employment Data



Goal

Northern Kentucky will exceed national education performance standards at every level.

Our children enter kindergarten with the skills necessary to succeed, and our elementary and middle school students are prepared to move to the next level. Our high school students are prepared for post-secondary education and work, and our post-secondary graduates are prepared for graduate education or careers. Overall, the number of college graduates in Northern Kentucky exceeds the national average.

#### A Call for Action

Today, more than ever, a concentration of highly educated people is key to achieving a region's economic success. After all, regions prosper by virtue of their intellectual capital – their people – and businesses gather and grow in particular regions to capitalize on local labor pools. Places that cultivate, attract and retain the largest number of educated, skilled people will prosper ... while those that do not will decline.

Research has proven that children who are academically successful in their early years develop more confidence, enjoy more success, and are able to take advantage of more opportunities later. If Northern Kentucky is to be a place of continued opportunity and prosperity, achieving educational excellence must begin with early childhood and continue through to post-secondary school and adult education.

Our children must enter kindergarten with the necessary skills to succeed, and that positive start must continue throughout their entire education. At every critical point, each child must be prepared to move to the next level by demonstrating a mastery of reading and mathematics. Perhaps most importantly, a child's education cannot end prematurely due to dropping out or tuning out of our educational system. We must also make sure that young students who are prepared to go beyond their curriculum can do so through both summer and academic year enrichment programs offered by our colleges and universities.

In addition, it's imperative we attract the most highly qualified teachers through competitive salaries and proactive recruiting efforts that encourage outstanding young people to choose teaching as a profession in the first place.

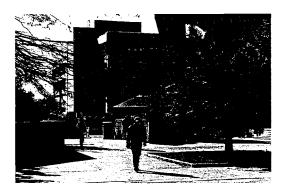
Achieving educational excellence in Northern Kentucky will require both extra resources and attention. But in the global marketplace, no region can afford to leave members of its community behind ... whether they reside in the neighborhoods of our urban center or in our rural areas.

#### Strategies

#### Seven strategies for achieving educational excellence:

- Provide high quality, affordable early childhood programs for all children.
- Challenge students with a rigorous curriculum necessary for furthering their education and career goals, and for strengthening our region's workforce.
- Develop a nationally recognized "culture of contribution" accomplished through service learning and full community engagement in schools.
- Exceed national standards for educator excellence in school systems that pay competitive salaries, reward performance and require accountability.
- Make post-secondary education and adult training accessible and affordable to all.
- As a region, lead in connecting our children's in-school and out-of-school development.
- Ensure all Northern Kentucky educational institutions have the financial resources and program alignment to reach these goals.





#### **Education Completed**

		High School Degree	Bachelor Degree	Master & Higher
Northern Kentucky	Boone Campbell Kenton	88.58%	22.23%	7.48%
	Bracken Carroll Gallatin Grant Pendleton Owen	79.53 - 83.86%	6.89 to 9.67%	2.38 to 4.05%
	U.S.	87.95%	24.4%	8.85%
			Source: U.S. Cana	ic Burgau 2000 consus

#### Average Teachers Salary 2003-04

_		
Kentucky	Ranks 34th	\$39,831
Indiana	Ranks 16th	\$45,791
Ohio	Ranks 14th	\$47,719
U.S.		\$46,597
	Source: Ame	rican Federation of Teachers 2004 Salary Survey



By expanding our parks, improving our lifestyles, protecting our environment, increasing diversity, and promoting arts and culture, *Vision 2015* builds upon our region's economic success, affordable cost of living, friendly neighborhoods, and vibrant recreational opportunities.

# Goal

Northern Kentucky is recognized internationally, nationally and regionally for its livability for all residents.

#### A Call for Action

With the advent of the digital age, some believed that computers and the Internet would eliminate the need for people to meet and work together. However, this quickly proved to be untrue. After all, advanced service businesses and high-tech companies cluster based on the availability of the human talent they require – and technology doesn't eliminate the desire of this human talent to gather in the most appealing communities.

It used to be that regions grew because of natural resources or trade routes. But today, regions also grow because of the availability of highly educated and productive people. These individuals are in demand and can choose where they work, for whom they work, and many times, when they work. To attract and retain people of talent and skill, Northern Kentucky must evolve and be recognized as a creative community with a full range of amenities.

A vibrant community of art and culture is a key competitive advantage. When talented people can increasingly choose where they live, the unique value attributes of a region will naturally drive their decision. A strong sense of place rooted in landscape and architecture, access to high quality outdoor recreational activities, and the presence of a diverse social scene are powerful attractors to the creative class ... not to mention significant factors for retaining home-grown talent.

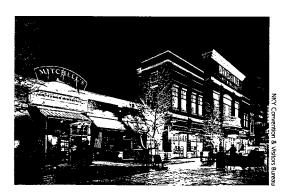
Northern Kentucky has the distinct advantage of being located close to the long-standing and nationally recognized arts, cultural and sports organizations found in Cincinnati. In addition, we've recently built entertainment venues in Northern Kentucky – complimenting more traditional cultural activities while providing new amenities that appeal to the younger population.

Just as our built environment is a key ingredient for competitive advantage, our natural environment is as well. Today, Northern Kentucky offers more than 7,000 acres of parks and green spaces. And the creative proposal to turn our six southern counties into an outdoor recreational center for our metropolitan region reinforces Northern Kentucky's competitive advantage. This will allow us to capitalize on our stunning landscape and environment, preserve unique natural resources, and foster further economic development.

#### Strategies

#### Seven strategies for achieving a livable community:

- Establish an integrated system of regional parks, green space and tourist destinations - promoting new venue development throughout our riverfront, and the urban and rural parts of our nine-county region.
- Promote the development of an international community that attracts, retains and celebrates people from diverse backgrounds, races, cultures, genders, ages, incomes and family structures.
- Promote the development of a vibrant arts, cultural and entertainment community - including a Northern Kentucky regional school of creative, visual and performing arts.
- Conduct ongoing health and social assessments and implement a comprehensive regional approach to meet and fund those needs.
- Replace Brent Spence Bridge with an internationally acclaimed design.
- Enhance our quality of life by addressing our infrastructure and environmental needs for water, sewer, air quality and transportation with a balanced approach to our region's growth.
- Expand our non-rail transit system and its use throughout our region to meet the needs of all residents - especially our workers, the elderly and the disabled.



#### Homeownership

Boone Campbell Kenton

Homeownership equal or exceeds the nation's rate of 66%

**NKY** 

Renter housing costs are lower than the national average Source: 2000 U.S. Census, American Fact Finde

\$36,663

NKY Median Household Income Increased 40% from 1990 - 2000

Boone (the highest) \$57,609 Kentucky U.S.

\$43,318 40% Increased Source: 2000 U.S. Census Boone, Kentucky & U.S. Source: U.S. Census, 2003 estimate



Leveraging our assets to increase economic and social value within our regional and global marketplace, our urban core is enhanced through collaborative relationships with our suburbs. As the heart of Northern Kentucky, our urban core is a place where civic pride is celebrated and economic diversity is embraced – the "location of choice" for businesses, residents and entertainment venues.

#### Goal

Northern Kentucky will restore our urban core to a position of prominence.

#### A Call for Action

Revitalization of Northern Kentucky's urban center is important for maintaining the competitive advantage of our region. As we strive to capitalize on our history, architecture and neighborhood experience, our urban communities are among our most significant assets.

Close proximity to Cincinnati's arts, entertainment and cultural institutions provides a distinct advantage as a residential community, and access to the river only enhances this. The social and aesthetic expectations of our 25 to 34 year-old knowledge workers, combined with the lifestyle changes of our baby boomers, have created a new demand for safe, walkable communities close to art and cultural institutions, restaurants and other urban amenities.

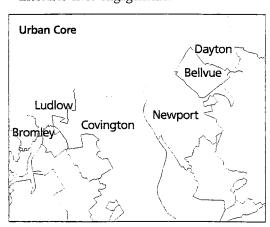
However, this increasing demand for urban lifestyles must also be balanced with recognition and respect for existing residents. This requires balanced development allowing current residents to participate in and benefit from the redevelopment of their neighborhoods. For example, our urban centers can stimulate a renaissance by building more mixed-rate housing that complements the existing character of our neighborhoods – including rental and owner-occupied, new and renovated, single-family and multi-family. A number of residential development projects are beginning to address this goal of increased market-rate and affordable housing.

Lastly, this increased choice in housing must be complemented by enhancing the walkability and connectivity among our river communities, implementing zoning and building codes that respect our historic fabric while facilitating development, and offering diverse options that appeal to different income and lifestyle markets. At the same time, eliminating vacant buildings, improving lax building code compliance, and investing in infrastructure improvements are needed to support these investment activities.

#### Strategies

#### Seven strategies for achieving urban renaissance:

- Increase the availability of new and rehab market rate housing by 3,000 units in 10 years.
- Create a catalytic development corporation to stimulate redevelopment of the urban areas.
- Increase home ownership rate and quality affordable housing options.
- Expand arts, retail, dining and entertainment opportunities for people of diverse races, cultures, ages, abilities, incomes and family structures.
- Provide greater access to and use of the Ohio and Licking rivers accomplished through a network of parks and green space with walkways and bikeways that connect the river cities.
- Reduce crime and improve safety through collaboration among law enforcement agencies in the tri-state area.
- Ensure each neighborhood has a strong, active association that increases civic engagement.







#### Homeownership Rates in the Urban Core

Newport 44.2% Covington 50%

Source: 2000 U.S. Census Bureau, American Fact Finde

#### **Poverty Rates**

Boone, Campbell & Kenton 7% Average
Newport 22.3%
Covington 18.4%
Dayton 16.3%
Source: 2000 U.S. Cersus Bureau, American Fact File
Source: 2000 U.S. Cersus Bureau, U.S. Cersus Bureau, American Fact File
Source: 2000 U.S. Cersus Bureau, U.S. Cersus Bu



Local governments in Northern Kentucky work together to improve the effectiveness of government services, maximize efficiency in utilizing resources, and improve the quality of life and economic well-being of our region.

# Goal

Northern Kentucky
becomes a model for
"networked governance"
by retaining and enhancing
the benefits of small
government - including
a sense of community,
responsiveness and local
voice - while identifying
ways to deliver services
more efficiently and
effectively.

#### A Call for Action

Northern Kentucky is challenged to maximize the use of our public dollars for public services, while at the same time preserving and enhancing the unique identity and intimacy of our communities. More than ever, we must streamline the efficiency of our government services. Along with that, we must create mechanisms that allow us to evaluate costs and preferred service delivery methods. A few possible ways to conserve public resources while improving services include joint planning for shared improvements and cohesive regional development, establishing a "one-stop shop" for business licensing and taxation, and reducing public sector administrative costs.

We are also challenged to change our current system of constitutionally prescribed taxes – providing one that gives local government flexibility to respond to new service demands and eliminate competition among different jurisdictions. For example, we could collect and distribute occupational taxes based on a revenue-sharing formula that provides uniform rates across the region. Doing so would ensure a level playing field among local governments, prevent communities from competing with one another, and make it easier for businesses to comply.

In addition, only by speaking with a strong unified voice in Frankfort and Washington will our region overcome some of our most significant barriers to competitiveness. But a strong unified voice requires strong citizen involvement and support.

These steps are crucial for ensuring Northern Kentucky's ability to compete in a global arena. Economic competitiveness, educational excellence and livable communities know no jurisdictional boundaries. At a minimum, how we spend our public dollars must promote quality development. If we are to continue to enjoy a strong economy that creates opportunity and sustains a high quality of life for all of our residents, global forces demand that we must effectively govern our region.

#### Strategies

#### Six strategies for achieving effective governance:

- Establish the Northern Kentucky Effective Governance Commission maximizing the effective delivery of government services through research and analysis.
- Develop a fair, equitable and flexible revenue system for local governments – removing competition for limited resources.
- Establish planning in all Northern Kentucky counties, united by a regional council of planning and zoning professionals.
- Transform the application, licensure and tax collection system to foster Northern Kentucky business retention, attraction and development.
- Eliminate outdated constitutional offices and convert certain partisan elections to non-partisan.
- Enhance communication between local governments and citizens, and establish one unified voice in Frankfort and Washington.





#### Property & Income Tax as % of Total

Property Tax Income Tax as % of Total as % of Total

NKY (all 9 counties) 42.84% 45.06% Kentucky 48.25% 36.13%

Source: U.S. Dept of Commerce, Bureau of the Census, 2004. Federal state and local governments: State and local Government Finances, 2002 Census of Covernments

3



our community on behalf of not just themselves but the entire region. As we move to implement *Vision 2015*, we must cultivate the next generation of regional stewards who are civic entrepreneurs, integrators, boundary spanners and coalition builders ... leaders at every level and across every sector who care deeply about overall regional progress and are committed to turning *Vision 2015* into reality.

### Goal

Northern Kentucky will cultivate regional stewardship as a defining quality of our region.

#### A Call for Action

Today, individual regions have emerged as the drivers of local, national and global economies. In a quest to remain competitive, regions that thrive will be united and capable of adapting to changing economic and social forces. *Vision 2015* emphasizes the need for a new breed of leader – or what we call "regional steward."

Regional stewards are leaders who are committed to the long-term well-being of places ... integrators who cross boundaries of jurisdiction, sector and discipline to address complex regional issues. They see the connection between economic, environmental and social concerns and they know how to "connect the dots" to create opportunities for their regions. Regional stewards are leaders who combine 360 degree vision with the ability to mobilize diverse coalitions for action.

The Alliance for Regional Stewardship - Regional Stewardship: A Commitment to Place. Monograph Series One, October 2000.

The Vision 2015 process brought together citizens, elected officials, business people and civic leaders to ask difficult and important questions – exploring what it will take to ensure that Northern Kentucky is able to compete in a knowledge-based global economy and advance the standard of living for all. In the end, our success will depend on our ability to cultivate and mentor regional stewards who will shoulder the responsibility of advancing regional economic and social progress. Now, more than ever, we need to foster the next generation of leaders who are visionaries, risk takers and innovators – those who can mobilize collective action on behalf of regional progress. If we are successful, we can be assured of a bright future for our region.



#### Strategies

#### Four strategies for cultivating regional stewardship:

- Increase the number of women, minorities and young people in key leadership positions.
- Expand leadership development opportunities throughout the region.
- Build and sustain a culture of civic volunteerism and philanthropy.
- Create a regional stewardship council to lead the implementation of Vision 2015.





#### ATTACHMENT B Strategic Plan

The process of developing *Vision 2015* engaged people from throughout our region, at every level and across every sector. Meetings were conducted after work and on weekends, in large group settings and small, in schools, church basements and neighborhood centers with bus service provided. In addition, surveys were published in the newspaper and online and circulated at various local work sites to accommodate all who wanted to add to the visioning process.

Approximately 2,000 people participated. And our action teams considered every idea and concern presented – adopting many of them and only passing on those that, after careful deliberation, could not be supported by hard evidence.

The result is a vision that reflects the true values and aspirations of our entire region ... one that carries the weight and credibility that only broad public ownership can provide. Now we turn to implementation of *Vision 2015*, which involves an array of ambitious goals, along with strategies and measures of progress.

Drawing on the experience of several other regions throughout the nation, we recommend the formation of a Regional Stewardship Council comprised of 20 to 30 people who will be charged with overall implementation. Council members should have a deep commitment to the work, an understanding of what it will take to accomplish our goals, the capacity to think in systems terms, an openness to new ways of thinking, and the ability to mobilize support. The Council, supported by a small professional staff, will be responsible for:

- Serving as the voice of *Vision 2015* answering to the various constituents and stakeholders who hold the key to successful implementation.
- Developing an economic plan and overall strategy for advancing the *Vision 2015* goals.
- Overseeing a united effort to raise funds in support of Vision 2015 goals.
- Promoting understanding with organizations agreeing to implement *Vision 2015* goals and strategies and working with those organizations to measure progress and assist in implementation.
- Monitoring goals and taking action when progress is below expectations, as well as publishing annual indicator reports that measure how well the region is moving toward major goal objectives.

The implementation of *Vision 2015* will transform our region – the benefits of which will be widely felt. A special call will be made to emerging young leaders to step forward and assume the tasks of leading this effort, just as they have done in the initial visioning process, and they will be joined and supported by those who are currently in major leadership roles.

Vision 2015 benefited from an inter-generational approach to leadership that was powerful beyond all expectations, and this approach will also drive our implementation process. Now let's embark on the journey of transforming our regional vision into reality. The stakes are high and we have no time to lose!





#### **Funders**

Alliance for Regional Stewardship, Citigroup, Delta Air Lines, The Drawbridge Inn & Convention Center, Ralph and Irmaleen Drees Northern Kentucky Fund, Fidelity Investments, Leo & Susan Flischel, Gannet Foundation/The Cincinnati Enquirer & The Kentucky Enquirer, Great American Financial Resources, Inc., Greater Cincinnati Foundation & The Northern Kentucky Fund of the Greater Cincinnati Foundation, Ralph & Carol Ann Haile Fund, Northern Kentucky Chamber of Commerce, Northern Kentucky Convention Center, Northern Kentucky University, Sandy Cohen Printers, Sanitation District No. 1, Scripps Howard Foundation/The Cincinnati Post & The Kentucky Post, Murray & Agnes Seasongood Good Government Foundation, Thomas More College, Toyota Motor Manufacturing North America, Inc., Tri-County Economic Development Foundation (Tri-EF), John & Francie Williams

#### **Leadership Team Members**

Carole Beere, Henry Bertram, Brad Bielski, Chris Bolling, Herb Booth, Kim Brooks Tandy, Margaret Buchanan, Martin Butler, William Butler, John Cain, Butch Callery, Kevin Canafax, Wayne Carlisle, Helen Carroll, Judy Clabes, Kara Clark, Fr. Bill Cleves, Christopher Cole, Drew Collins, Susan Cook, Robert Cooper, Bennie Doggett, John Domaschko, Frank Downing, Ralph Drees, Ruth Eger, Robert Elliston, Johnna Fasold, Lee Flischel, Sue Flischel, Clyde Gray, Trey Grayson, Traci Griffin, Roger Griggs, Joe Gross, Tom Guidugli, Julie Hackworth, Mike Hammons, Paul Hemmer Jr., Bert Huff, Jim Huff, Ed Hughes, Rick Hulefeld, Jason Jackman, Nathaniel Jones, Dan Lacy, Dick Lajoie, Michael Lanin, Darrell Link, Chris Lorentz, Ken Lucas, Kim Luse, Leshia Lyman, Mackey McNeil, Sr. Juana Mendez, Kathy Merchant, Gary Moore, Doug Moormann, Patty Nagelkirk, William O'Banion, Col Owens, Wally Pagan, Charlie Pangburn III, Steve Pendery, Mike Philipps, Tim Rawe, Wm. T. Robinson III, Charles Scheper, Bill Scheyer, Jeff Schlosser, Lou Settle, Sara Sidebottom, Frank Sommerkamp Jr., Alice Sparks, Sr. Margaret Stallmeyer, Jack Steinman, Katie Stine, Barbara Stonewater, Eric Summe, Eunice Sykes, Dan Tobergte, Gary Toebben, Harold Tomlinson, Joe Van Deman, Gail Wells, Diane Whalen, Rhonda Whitaker, Chuck Whitehead, Josh Wice, Francie Williams, Brenda Wilson, Joe Wind, John Yeager, Bob Zapp, Karen Zerhusen, and George Zubaty

#### Vision 2015 Action Teams

#### **Effective Governance**

Co-Chairs: Jason Jackman and Charlie Pangburn III

Herb Booth, Billy Bradford, Jim Callahan, Phil Ciafardini, Robert Cooper, Kevin Costello, Brian Dehner, Jeff Eger, Greg Engleman, Steve Feldman, Joe Geraci, Michael Gibbons, Bill Goetz, Dennis Gordon, Trey Grayson, Kathy Groob, Joe Herringhaus, Patrick Hughes, Candace Klein, Adam Koenig, Ron Lovan, Sylvia Lovely, Ken Lucas, Bill Martin, Maureen Maxfield, Chris Mehling, Dave Meier, Jerry Newfarmer, Jim Parsons, Roger Peterman, Mike Philipps, Roxanne Qualls, Ken Rechtin, Ted Robinson, Roger Rolfes, Bill Scheyer, Shad Sletto, Jim Sparrow, Steve

Stevens, Jerry Stricker, Eric Summe, Gabe Summe, Jon Watkins, Gene Weaver, Diane Whalen, Josh Wice, Sarah Wice, John Williams Jr., Jim Willman, Lisa Wilson, and Joe Wind

#### **Competitive Economy**

#### Co-Chairs: John Domaschko and Johnna Fasold

Casey Barach, Jeff Bender, Chris Bolling, Clint Brown, Tom Caradonio, Chris Carle, Robert Cooper, Gina Douthat, Frank Downing, Robert Elliston, Alandes Eure, Bob Farrell, Dan Fay, Roger Griggs, Joe Gross, Richard Hempel, Michael Lanin, Doug Moorman, Jack Moreland, Ljubomir Nacev, Tim Rawe, Wm. T. Robinson III, Bob Sathe, Barbara Schempf, Darin Schmidt, Paul Smith, Rob Snyder, Samantha Steelman, Angie Taylor, Dan Tobergte, Gary Toebben, Rhonda Whitaker, Brenda Wilson, Wanda Winkler, Ryan Wyrick, John Yeager, and Bob Zapp

#### **Educational Excellence**

#### Co-Chairs: Helen Carroll and Chris Lorentz

Lorrie Barnes, Rich Boehne, Michael Brandt, Rita Byrd, Susan Cook, Lynette Dean, Dawn Denham, Jon Draud, Cindy Etsler, Andrew Foley, Judy Gibbons, Sarah Hammond, Ray Hebert, Dennis Hetzel, Jessie Hogg, Rick Hulefeld, Derek Humfleet, Elaine Jarchow, Maria Kenner, Polly Lusk Page, Tom Mitsoff, Gary Moore, Dale Myers, Peter O'Shea, Beth Penn, Cassie Ruhlman, Phil Schmidt, Shelley Simpson, Dione Smith, Sue Sorrell, Alice Sparks, Nancy Spivey, Sr. Margaret Stallmeyer, Barbara Stewart, Neil Stiegelmeyer, Barbara Stonewater, Robert Storer, Debra Vance, Mac Wall, Chuck Whitehead, Janice Wilkerson, Ken Williams, Meg Winchell and Sara Zepf.

#### Livable Communities

#### Co-Chairs: Drew Collins and Ed Hughes

Joe Andino, Karen Bishop, Kelly Blake, Donna Bloemer, Larry Boschert, Judy Clabes, Kara Clark, Eian Clinkscale, Jim Collins, Barry Dalton, Cindy Dobias, David Drees, Dan Dressman, Jeff Eger, Ruth Eger, Daryl Evans, Joan Ferrante, Sue Flischel, Tom Fromme, Ella Frye, Crystal Gibson, Clyde Gray, Angela Griffin-Jones, Barbara Gunn, Richard Harrison, Chuck Hendrix, Ken Jones, Bob Long, Tom Lottman, Leshia Lyman, Joy Moore, Ed Muntel, Bill Muske, Patty Nagelkirk, Greg Nichols, Mike Parker, Joe Piller, Tom Prewitt, Ken Ramey, Paul Sartori, Julie Sparks, David Thiel, Melissa Williams, Francie Williams, Jeff Wolnitzek and Karen Zerhusen.

#### **Urban Renaissance**

#### Co-Chairs: Julie Hackworth and Chuck Scheper

Warner Allen, Pat Baxter, Brad Bielski, Arn Bortz, Jerome Bowles, William Butler, Sherry Carran, Fr. Bill Cleves, Tom DiBeilo, Bennie Doggett, John Domaschko, Alex Edmondson, Oakley Farris, John Fisher, Jay Fossett, Rev. Richard Fowler, Traci Griffin, Tom Guidugli, Rachel Hastings, Paul Hemmer Jr., Kathie Hickey, Hensley Jemmott, Charles King, Bill Kreutzjans, Cathy Lenz Volter, Bryan Lewis, Laura Long, Don Martin, Gary Mattson, Sr. Juanna Mendez, Mark Neikirk, Steve Oberjohn, Julie Olberding, Wayne Onkst, Wally Pagan, Andrew Piaskowy, Jennifer Pugh, Jack Rouse, Betty Sander, Lowell Schechter, and Kelly Sells.

# REGIONAL STEWARDSHIP AT NORTHERN KENTUCKY UNIVERSITY

# A DECADE OF ENGAGING WITH OUR REGION

## The VVV Process and Resulting Products

Engaging our region in setting university priorities has been an NKU tradition for nearly a decade. It began in the fall of 1997 with President James C. Votruba's *Vision, Voices and Values* (VVV) process, during which he and a team of NKU faculty, administrators, and staff met with more than 30 groups comprised of more than 500 campus and community leaders in order to seek their views on the future directions of NKU. About half of the groups were internal to NKU; the other half were external and included business, education, government, and community leaders in the Northern Kentucky region. What was learned in those meetings shaped the university's vision and core values. It also resulted in a set of strategic priorities that guided the university for 5 years.

NKU's vision, developed from the messages heard in the **VVV** process, acknowledges the university's integral role in the community. The vision states:

Northern Kentucky University will become a preeminent, learner-centered, metropolitan university recognized for its contributions to the intellectual, social, economic, cultural, and civic vitality of its region and that of the Commonwealth.

Similarly one of the university's eight core values, emerging from the VVV process, highlights the university's commitment to regional stewardship. The value, *Public Engagement*, states:

We are committed to treating the metropolitan region as an extension of our campus. We will build partnerships throughout the region that both serve the learning needs of the public and enhance the learning opportunities available to our faculty, staff, and students.

Two other core values also refer to the university's strong commitment to the region. The value *Multiculturalism* states:

We are committed to advancing multicultural understanding within both the University and the community as an educational and civic priority. Collegiality and Collaboration states:

We are committed to building a University community characterized by open communication and shared responsibility for decisions. We will build a culture of collegiality and collaboration within and between the University and the public we serve.

In the fall of 2002, the university embarked on a second **VVV** process, this time involving more than 550 people from throughout the campus and the metropolitan region. The conversations focused on assessing the university's progress in the eyes of its various constituencies and

developing the strategic priorities for the next 5 years. From those conversations, the university learned that:

Community groups strongly supported the University's current commitment to public engagement and urged us to do more of it, including: enhancing our involvement with P-12 education, increasing collaborations concerning economic development, providing more support for local governments and nonprofit organizations, and providing a neutral platform for addressing the critical challenges that confront our region.

The two strategic agendas that grew out of the two **VVV** processes commit NKU to being a good regional steward. The current agenda includes a priority to *Strengthen Public Engagement* and commits specifically to work with four sectors:

P-12 education, regional economic development, local governments and local communities, and the local nonprofit community.

#### It also commits NKU to:

sponsor programs and encourage public dialogue to address the critical and sometimes controversial issues facing our community, our nation, and our world; expand access to the visual and performing arts, particularly in those communities that have limited access to the arts; and strengthen our communication with our various publics through an improved Web presence.

[See Appendix A for a copy of *Strengthening Our Capacity to Serve*, the university's 2003-2008 strategic agenda. It includes the university's vision, core values, and current strategic priorities.]

#### Making Place Matter

Based on a competitive proposal submitted to the American Association of State Colleges and Universities (AASCU), NKU was selected as one of four universities to participate in *Making Place Matter* (MPM) a collaborative project of AASCU, the Alliance for Regional Stewardship (ARS), and the National Center for Higher Education Management Systems (NCHEMS). MPM was partially funded by the W. K. Kellogg Foundation.

MPM was a 2-year project based on the belief that state colleges and universities should be regional stewards and provide leadership that contributes to the long-term well-being of their regions. Its purpose was to develop and test tools and models that universities could use to work collaboratively with their regional and statewide partners to evaluate and improve their stewardship efforts. The four national demonstration sites were chosen to conduct 18-month pilot tests using a stewardship audit and a series of guided discussions with their community and regional stakeholders. In these discussions, they were to identify their regions' stewardship opportunities and barriers and then develop plans to overcome the barriers and realize the opportunities. NKU's selection for the project recognized the university's past accomplishments and commitment to regional stewardship.

NKU's MPM process began in August 2004 with a half-day gathering of almost three dozen internal and external stakeholders meeting with consultants from AASCU, ARS, and NCHEMS. [See Appendix B for a listing of members of the stakeholders group.] A subsequent series of stakeholder meetings and other meetings of smaller Action Teams led to the identification of four priorities, or stewardship opportunities: education/human capital development, innovation/economic development, diversity/inclusion, and regional leadership/governance.

With approval from AASCU, ARS, and NCHEMS, NKU modified its MPM process to accommodate *Vision 2015*, a regional visioning process that significantly overlapped with the goals of MPM. Although MPM was already well on its way when Vision 2015 emerged, the university, with input from several people on the stakeholders' group, decided it was in everyone's best interests – the community's, the university's, and the members of the MPM stakeholder group – to combine the two projects and suspend meetings of the full MPM stakeholders' group. Thus all of the externally-focused portions of the MPM process, including the work of the Action Teams, were folded into Vision 2015's Action Teams where they continued to address the region's desired outcomes, measurable objectives, and appropriate action steps to achieve them.

#### Vision 2015

In 2005, a group of regional leaders agreed that much had changed since 1995 when Northern Kentucky's leaders created a 25-year vision for the region, and they concluded that the region needed an updated roadmap. They asked President James C. Votruba and A. J. Schaeffer, an attorney and member of Legacy – the region's organization for young professionals – to co-chair the new regional visioning process. About two dozen NKU faculty and staff participated in the process, along with hundreds of business, education, and government leaders and hundreds of "ordinary" citizens from high school age through senior citizens.

NKU provided at least one content expert – a faculty member or administrator – to serve as a resource and data analyst/interpreter for each of Vision 2015's five Action Teams. Because of the university's extensive participation, NKU had one or more representatives present at every meeting of the Steering Committee, the Leadership Team, and each of the five Action Teams. This endeavor, with President Votruba as co-chair, was clearly a collaborative effort between the university and the community.

Vision 2015 resulted in a final report containing six strategic directions, each encompassing a series of specific goals, many of which relate to activities and actions that can best be undertaken by NKU in collaboration with community partners. The Vision 2015 report will guide the university's role as a regional steward over the next decade. [See Appendix C for a copy of the Vision 2015 Summary Report.]

# EVIDENCE OF EXISTING ALIGNMENT FOR REGIONAL STEWARDSHIP

There are so many ways in which NKU is aligned to support regional stewardship that it is not practical to describe them all here. A few of the more striking examples will be provided.

#### **SHAPE**

When the regional focus of *Making Place Matter* shifted to Vision 2015, NKU's internal stakeholders were asked to change their focus, to assess how well the university was internally aligned for its regional stewardship role and to pinpoint areas that could be improved. This led to a new committee of nine faculty and five administrators who began meeting at the start of the fall semester, 2005. Called SHAPE (Strategically Helping Align for Public Engagement), the committee was chaired by the Associate Provost for Outreach and met almost weekly throughout the 05-06 academic year.

SHAPE organized its analysis around an Institutional Alignment Grid. [See Appendix D for a copy of the grid.] One axis lists 14 elements of alignment that influence how much and what types of engagement actually occur. The elements range from mission statements to individual incentives to public policies. The other axis lists administrative levels, from individual faculty and staff members, to departments, colleges, and ultimately the university level. Within each cell, the policies, procedures, and/or special initiatives that ought to be in place at that administrative level, regarding that particular element were entered, and then an informal assessment determined whether NKU was or was not satisfactorily aligned in each cell of the grid. Where alignment was deficient, strategies were developed by SHAPE to enhance the alignment. As the last step in the analysis, a time line was created for implementing the strategies. These materials – the alignment grid and the time line – were shared with the Deans, Provost, and President and are serving as a roadmap for the work of the Associate Provost for Outreach. With guidance from SHAPE, the Associate Provost is working to implement the strategies in the plan. [See Appendix E for a slightly abridged and simplified version of the completed grid.]

On January 18, 2006, SHAPE sponsored an event for all faculty and senior administrators. Titled *Aligning for Public Engagement: Laying the Foundation*, it attracted a large number of faculty and director-level staff who were given a new university publication with white papers from the President and Provost, definitions of relevant outreach and public engagement terms, and profiles of selected faculty involved in outreach and public engagement. The event featured an outside speaker – Bill Plater, Executive Vice Chancellor and Dean of the Faculties at Indiana University Purdue University Indianapolis – who was followed by a Q&A session and a reception for the attendees to continue their discussions. [See Appendix F for a copy of the publication that was distributed.]

On August 25, SHAPE is sponsoring an event that involves poster presentations of selected public engagement activities. Faculty and administrators will be encouraged to "mix and mingle" as they engage in informal conversation about outreach and public engagement.

#### Mission, Vision, and Goals

As stated earlier, regional stewardship features prominently in the university's vision statement, as well as in its core values and strategic priorities. It must also feature prominently in the mission, vision, and goals of each college and each department. The Provost has been working with the Deans to ensure this is the case, and she expects each college and each academic department to reflect public engagement in their mission, vision, and goals by the end of fall semester, 2006.

#### Reappointment, Promotion and Tenure

National and regional discussions about regional stewardship inevitably lead to conversations about incentives, and that inevitably results in discussions of reappointment, promotion, and tenure (RPT) guidelines. In the national discussions, administrators generally bemoan the difficulty they have in convincing faculty governing bodies to give public engagement a strong and visible place in their university's RPT policies. NKU, on the other hand, is able to report that its Faculty Senate developed and approved a new set of RPT guidelines that provides a much stronger and overt role for public engagement. The Senate's policies were approved by the administration and the university's Board or Regents in the spring of 2006.

#### **Budget**

An institution's budget is a clear reflection of its priorities. At NKU, the budget process requires that internal requests for additional money address if/how the request relates to the university's regional stewardship mission. Over the last 5 years, this process has resulted in increasing amounts of money allocated to regional stewardship.

The university now invests nearly \$7 million annually in those units whose mission is outreach and public engagement. [See Appendix G for a list of those units and their staffing levels.] However, this is only a portion of the university's total investment in regional stewardship because the work pervades the campus. Much of it is undertaken by faculty who elect to do this work as a regular part of their faculty assignment or as a special reassignment, and much of it is supported by operating budgets of units whose mission is far, far broader than regional stewardship.

#### Recruiting

In order to ensure that NKU hires faculty who will eagerly engage in outreach and public engagement, the university has a policy that all advertising for faculty positions must contain a statement that reflects the university's commitment to regional stewardship. The ad must state:

[NKU] is a nationally recognized metropolitan university committed to active engagement with the Northern Kentucky/Greater Cincinnati region of nearly two million people. Our institution is built on core values that emphasize multidimensional excellence, learner-centered education, access across the lifespan, civic engagement, diversity and multiculturalism, innovation, collegiality, and collaboration across disciplines and professional fields. NKU is

committed to recruiting and retaining faculty members who have both the interest and ability to work across the full breadth of the University's teaching, research, and public engagement mission.

In the coming months, the university will be discussing the inclusion of similar wording in advertisements for administrative positions.

#### **University Publications**

The publications of a university that is strategically aligned to support public engagement should reflect its commitment to regional stewardship, and that is, in fact, the case at NKU. For 4 years, the university has been publishing an annual magazine titled *Engaging With Our Region*, which is distributed to the region's community, business, education and nonprofit leaders, and to university donors. It is also sent to members of the Kentucky General Assembly. [See Appendix H for a copy of the magazine.]

NKU also publishes an Annual Report of Outreach and Public Engagement that reviews the year's public engagement accomplishments; provides annual reports from the university's centers and institutes that have strong public engagement missions; and shares the results from the university's annual survey of faculty and staff involvement in outreach and public engagement. The survey itself, which has been conducted for 4 years is another way in which NKU is aligned to support regional stewardship. [See Appendix I for a copy of the Annual Report.]

Three times a year, NKU issues *Community Connections*, a catalog of all NKU-sponsored activities that are open to the public. This publication, in its third year, is distributed to 35,000 people and encourages them to take advantage of the many opportunities that NKU provides for the community. [See Appendix J for a copy of Community Connections.] There is also an online version of *Community Connections* that is updated daily and an e-mail version that lists events and activities for P-12 students and teachers. The e-mail version is sent to teachers in the university's service area.

NKU at a Glance, a shirt-pocket sized publication that reports the statistical highlights of the university (e.g., enrollment, degrees conferred, size of physical plant, number of faculty, etc.), now includes a section that presents summary data from NKU's annual survey of outreach and public engagement.

#### Awards and Recognitions

At the request of the Provost, a faculty committee held meetings over a series of months in order to develop an annual awards program to recognize outstanding faculty achievements in teaching, research, and public engagement. Their plan recommends two awards in each of the three categories: one award will recognize a faculty member for his/her outstanding single accomplishment completed in the prior year; the other will recognize *lifetime* achievement in the field. The university will be implementing the awards program during the coming academic

year. There will be a celebration where award recipients will be recognized, and each recipient will be presented with a cash award.

#### **Advisory Councils**

Successful regional stewardship is dependent upon honest and frequent inputs from regional leaders. NKU has a long history of relying on Advisory Councils for its academic programs and for its centers and institutes. Currently, the university has 43 Advisory Councils. [See Appendix K for a list of university programs with Advisory Councils.] In addition, last spring the Provost asked the Deans to carefully review which of their college's programs do and do not have Advisory Councils and to either justify why some programs do not need an Advisory Council or add an Advisory Council where it is needed but non-existent.

The alignment examples presented here document NKU's strong commitment to aligning for regional stewardship. And while many more examples could be presented, the ones just described are among the more significant ones that make NKU a national leader in regional stewardship.

#### **EXISTING INFRASTRUCTURE**

NKU operates many units whose mission focuses directly on regional stewardship. A listing of positions within these units provides clear evidence of the university's existing infrastructure support. [See Appendix G for a statement of the mission and staffing of the units dedicated to outreach and public engagement.]

In addition to the specialized units listed in Appendix G, every academic department – though not every individual within a department – is expected to be involved in outreach and public engagement. It is part of their mission, and faculty frequently have reassigned time for this work. NKU's annual survey of outreach and public engagement for 2005 (completed in spring 2006) showed that faculty and director-level staff served on 450 boards, committees, and commissions related to their disciplines or their role at the university, and participated in 646 initiatives with the community (excluding service learning, student internships, and similar student-focused programs). The infrastructure supporting this work is provided by the academic departments and colleges, by offices within student affairs and academic affairs, and by the university's various centers and institutes.

Two on-going programs that provide infrastructure support deserve special mention. One is the University Community Partnership grant program. Each fall the university issues an RFP soliciting partnership projects involving NKU faculty with community organizations or agencies to address a community issue or challenge. A panel of faculty, administrators, and community members evaluate the proposals that are submitted and make recommendations for funding. Budgets for individual projects range from \$25,000 to \$75,000 and the overall budget each year is \$200,000. Examples of projects funded under this program include:

- Building Educational Success for Foster Care Youth, a partnership with the Children's Law Center, The Point One-by-One Advocacy, and the Cabinet for Health and Family Services;
- Library Link: Bettering Life In, Life Out, a partnership with the Kenton County Detention Center;
- Expanded Women's Health Care Initiative, a partnership with Transitions, Inc., Welcome House, and the Women's Crisis Center; and
- Updating Community Education Programs about Mental Disorders, a partnership with the Mental Health Association of Northern Kentucky.

Another program provides a fund of \$25,000 to support taking the arts to the six rural counties in NKU's service region. For example, during spring semester of 2006, full-day programs were held in two counties and served 430 students. In addition, there were nine performances serving nearly 3,000 students and community members.

#### INFRASTRUCTURE DEVELOPMENT PROCESS: STATUS REPORT

Guidelines issued by CPE provide a roadmap for the tasks that are to be accomplished in the first phase of the regional stewardship initiative: infrastructure development. Because NKU has been strongly committed to regional stewardship for many years and because the region just completed its own visioning process, the university and community are involved in on-going work related to, or have already completed, each element of the roadmap. Table 1 provides a status report.

Table 1. Status Report on Infrastructure Development

Tuble 1. Status Report on initiastructure Development			
Roadmap Elements	Comment	Status	
Develop a plan for aligning institutional priorities, resources, and infrastructure to support stewardship initiative.	This element is precisely what SHAPE (see above) focused on: aligning the university for public engagement.	Completed	
Modify organizational structure, institutional practices, and reward systems to support stewardship activities by faculty and staff.	The reward system expressed through the reappointment, promotion and tenure (RPT) process was aligned last spring. The work of SHAPE has identified other areas where alignment needs to be strengthened, and the university is implementing the roadmap established by SHAPE.	On-going	
Identify key indicators of regional economic vitality, quality of life, and civic participation and configure information systems to collect and track these data.	This work was begun through <i>Making Place Matter</i> and was continued and completed through Vision 2015.	Completed	

# ATTACHMENT A Infrastructure Plan

Roadmap Elements	Comment	Status
Engage in environmental scanning activities, convene advisory committee meetings, and host public forums to identify regional or state needs, opportunities, and stewardship priorities.	All of these elements were incorporated in the year-long Vision 2015 process.	Completed
Produce a planning document that highlights regional needs, opportunities, and priorities and recommends strategies for addressing needs or taking advantage of opportunities.	The final report issued for Vision 2015 produced the document that will guide the university's regional stewardship over the next 10 years.	Completed
Increase awareness among advisory committee members, the campus community, and regional stakeholders of university resources and how those resources an be directed to address identified needs or take advantage of identified opportunities.	Awareness was increased through both the <i>Making Place Matter</i> and Vision 2015 processes. However, this is an ongoing process that will continue indefinitely, rather than a single activity with a clear start and end date.	On-going
Establish partnerships with local and regional governments, P-12 schools, community and civic organizations, businesses, hospitals, foundations, and philanthropic organizations to garner financial or in-kind support for stewardship activities and increase program impact.	Given NKU's extensive involvement with the community, there are clearly a large number of partnerships that can garner support for the university's regional stewardship work. Existing partnerships are already doing so. For example, the partnering agency on a university-community partnership grant is required to contribute either cash or inkind support for the project. As other examples, the university has agreements for support from Fifth Third Bank and the Greater Cincinnati Foundation and is discussing an important partnership with United Way. The university has also partnered with private foundations, such as the Rosenthal Foundation and the Mayerson Foundation, in support of outreach and public engagement. Establishing new partnerships and nurturing existing ones will continue indefinitely.	On-going

# ATTACHMENT A Infrastructure Plan

Roadmap Elements	Comment	Status
Encourage faculty members to generate proposals and engage in stewardship activities that promote regional or statewide economic development livable communities, social inclusion, creative governance, and civic participation.	Colleges and departments are expected to reflect regional stewardship in their missions. Individual faculty are expected to address how they contribute to their unit's mission. Internal communication from all levels of the administration repeatedly reflect the importance of regional stewardship. The fact that the faculty and staff are involved in nearly 650 initiatives that benefit the community and serve on 450 boards, committees, and commissions demonstrates that the message is being clearly heard. It is a message that will be reiterated as we move forward.	On-going
Identify key indicators related to the nature and extent of institution/community interactions and configure information systems to collect and track these data.	For the past 4 years, the university has conducted an annual survey of faculty and staff outreach and public engagement. NKU was among the first in the nation to collect these data, and the university is continually improving the survey questions and methodology. With 4 years of experience, the university is now ready to develop a free-standing multi-purposed data collection procedure.	On-going
Provide professional development for faculty in engagement related areas and find creative ways of integrating public engagement into teaching and research activities at the institutions.	During the past academic year, the university hosted two events with external speakers focused on regional stewardship. Bill Plater, IUPUI, spoke on January 18; Eugene Rice was the featured speaker on February 17. In addition, throughout the year, the university's <i>Professional and Organizational Development</i> unit (formerly called the <i>Faculty Development Center</i> ) provided workshops and seminars on engaged teaching, engaged scholarship, and engaged service. Faculty development is an on-going activity.	On-going



# Attachment D Advisory Committee Approval

Transforming Northern Kentucky Through Talent, Innovation and Contribution



August 16, 2006

President James C. Votruba Northern Kentucky University Highland Heights, KY 41099

Dear Jim,

This letter is intended to serve as confirmation of the actions taken on Wednesday, August 16 by the Executive Committee of the Regional Stewardship Council, the community group charged to implement Vision 2015. In our role as your Regional Advisory Committee, we reviewed the university's plans for aligning its regional stewardship work with the goals of Vision 2015 and the short-term and long-term plans for using the initial pool of \$200,000. The Executive Committee voted unanimously to support both the overall plan, which is the same as Vision 2015, and the specifics associated with the first allocation of \$200,000.

We agree with the plan to hire five new faculty, each of whom will devote about half time to regional stewardship work. We also endorsed the four-point plan to use the money for several other initiatives until the faculty positions are filled.

On behalf of the other members of the group, let me say that we look forward to updates on Northern Kentucky University's regional stewardship work, and I assure you we will do our best to provide sound advice.

Sincerely.

Andrew J. (A.J.) Schae

Chair

#### Regional Stewardship Council

Chair

Andrew (A.J.) Schaeffer

Arn Bortz Jerome S. Bowles William P. Butler Kevin Canafax Helen Carroll Judith G. Clabes Andrew (Drew) C. Collins Susan Cook Robert G. Cooper John S. Domaschko Ralph Drees Johnna Fasold Rev. Richard Fowler Merwin Grayson, Jr. Trey Grayson Roger D. Griggs Daniel R. Groneck Rich Hempel Dennis Hetzel Tom Holocher Julie Hopkins G. Edward Hughes Rick Hulefeld Jason O. Jackman Elaine Jarchow Dan Lacy Darrell Link Laura Long Chris N. Lörentz Leshia Lyman Robert Marshall Kathryn E. Merchant Sandra P. Meyer Garv Moore Wally Pagan Mike Philipps T. Michael Price Roxanne Qualls Timothy P. Rawe Mark T. Reitzes Wm. T. Robinson III Ryan Rybolt Charles R. Scheper Frank B. Sommerkamp, Jr. Sr. Margaret Stallmeyer, CDP Steve Stevens Barbara B. Stonewater Daniel E. Tobergte James C. Votruba Frances W. Williams Wade T. Williams Brenda Wilson

Michael J. Hammons President Direct Line: 859.292.3283 MHammons@Vision2015.org

M. Lou Settle Vice President Direct Line; 859.292.3292 LSettle@Vision2105.org

50 E. RiverCenter Blvd. Suite 465 Covington, KY 41011 859.291.2020 Fax: 859.292.3281 www.Vision2015.org